

2030 Vision

The TS TECH Group's Vision Statement—"A company dedicated to realizing people's potential, a company sincerely appreciated by all"—underpins all of its business operations. By providing the world with attractive products even in the evolving mobility society, we will not only achieve our 2030 Vision but also help to build a more sustainable world. In doing so, we will continue to serve as a reassuring presence for all our stakeholders and be a company sincerely appreciated by all.

15th Medium-Term Management Plan Fiscal 2024–2026

Growth strategies	Priority strategy (1) ▶ pp. 26–29 Securing cabin coordination capacity	Priority strategy (2) ▶ p. 16, pp. 36–37 Further growth in new businesses	Priority strategy (3) ▶ p. 15 A higher share of major customers' products
Regional strategies	Priority strategy (4) ▶ pp. 38–43 V-shaped recovery in North America	Priority strategy (5) ▶ p. 36 Restructuring the China business strategy	Priority strategy (6) ▶ p. 37 Strategic growth in new businesses in Europe
Functional strategies	Priority strategy (7) ▶ p. 17 Supply chain restructuring	Priority strategy (8) ▶ p. 29, p. 62 Enhancing efforts to develop environmental technologies	Priority strategy (9) ▶ p. 18 Building high efficiency production structures
Human resources and financial strategies / Earning a reputation as a quality leader / Promoting and firmly establishing sustainability			

	13 th Medium-Term FY2018–2020	14 th Medium-Term FY2021–2023	15 th Medium-Term FY2024–2026	16 th Medium-Term FY2027–2029	2030 Vision
Management policy	Building a foundation for ESG management	Corporate evolution through ESG management	Realizing ESG management	Coming soon	Innovative quality company —Continued creation of new value— Providing innovative, attractive products in pursuit of safe, comfortable vehicle interiors in the evolving mobility society
	<u>Fiscal 2020 results</u> Revenue : 359.6 billion yen Operating income : 26.3 billion yen Operating margin : 7.3% ROE : 5.9%	<u>Fiscal 2023 results</u> Revenue : 409.2 billion yen Operating income : 15.2 billion yen Operating margin : 3.7% ROE : 1.8%	<u>Fiscal 2026 targets</u> Revenue : 480 billion yen Operating income : 44 billion yen Operating margin : 9.2% ROE : 8.5% DOE* : 3.5% <small>As of May 14, 2025</small> ▶ pp. 24–25	Driving innovation that withstands external changes	<u>Fiscal 2030 targets</u> Revenue : 700 billion yen Operating income : 68 billion yen Operating margin : 9.7% ROE : 10.0% ▶ pp. 24–25
ESG management	Identifying material issues Setting KPIs and targets for 2030			Achieving KPIs and targets for 2030	
Core of business operations	TS TECH Philosophy	Vision Statement		A company dedicated to realizing people's potential	A company sincerely appreciated by all

* Dividend on equity ratio (DOE) = Total dividends / Shareholders' equity (Equity attributable to owners of parent)